



***THE POSITIVE POSSE'
STEERING THE MONROE COUNTY REWARD
AND RECOGNITION VOYAGE
SECOND BUOY – ANALYZE THE DATA***

*There are two things people want more than love and money –
recognition and praise*

*The Baptist Health Care
Journey to Excellence*



POSITIVE POSSE' TEAM RULES FOR SUCCESS

- Listen with an open mind
- Respect for each other
- Appreciation of Diversity
- Trust and confidentiality
- Keep the Focus
- Commitment, dedication, and mutual accountability
- Keep sense of humor
- Everyone has a voice



SECOND BUOY AGENDA

- Welcome, Working Agreement
- State of the Ship--Convene
- Steering the Course – Vision, Mission and Values
- Walk the Process – SWOT
 - Employee of the Month
 - Length of Service
 - Letter of Commendation
- Next Steps
- Closing



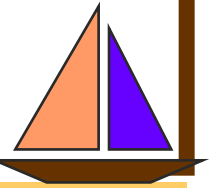
POSITIVE POSSE' CONVENE

- Status Update
- Assess the Crew
- Communication Successes and Situations
- Support of Vision, Mission and Values





CORNERSTONES OF LEADERSHIP STEWARDING DIRECTION UTOPIA IN THE FLORIDA KEYS



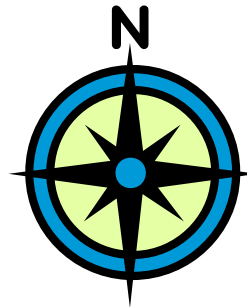
Full Sails Provides Propulsion

Working and learning together to maintain the diverse community by preserving the natural resources and habitat that makes us a unique and preferred place to live and visit!



VISION

What will we become in the future?



VALUES

Proper Sail Trimming
Provides Behavioral
Direction

What do we believe in?

Mission

Why do we exist? What's the purpose?

The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

Solid Hull provides the Foundation



OUR VALUES

WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN “C”s

- **Competence = knowledge.** We encourage a competent workforce through continuing education and training. Knowledge adds value to the services we provide and increases employee and citizen satisfaction.
- **Creative = new ideas.** We are open to new ideas. We believe in taking fresh approaches to overcome challenges while striving to add value to the services we provide to our community.
- **Committed = career as a calling to public service.** We believe that service to government is the highest career calling. A professional attitude imposes a pledge of excellent performance with a commitment to the organization.
- **Concern = fiscal responsibility.** We believe fiscal responsibility demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone; however, take seriously our task to safeguard the public trust.
- **Care = positive and supportive work environment.** We provide a positive work environment for our employees by recognizing their needs and allowing a balance with their professional and personal lives. We treat everyone with respect. We are compassionate and responsive to the needs of all citizens.
- **Communication = exchange of ideas.** We believe that two way communication amongst our organization, our employees, and our citizens is essential. We encourage feedback and the sharing of ideas. By working together, we can share information and improve our services through open government.
- **Continuity = fairness, equality and sustainability.** We believe in fairness and equality and place emphasis on truth and honesty in all of our actions. Through the use of strategic planning we ensure the continuity and sustainability of County services and programs.



Define

OPPORTUNITY STATEMENT

Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County recognition and reward system has not been fully utilized over the past several years.

Linkage

1. County Administrator's '05-'06 goal to focus on employee retention
2. The Sterling criteria requires Senior Leaders to take an active role in recognizing and rewarding employees to reinforce high performance and a customer focus.
3. Alignment with Vision, Mission, and Values

Outcome

A systematic process which can be measured and continuously improved to increase the retention.

Increase in amount (or percentage) of employees receiving recognition ⁷



Validate

REWRITE OR RESTATE OPPORTUNITY STATEMENT

- *If the data support your opportunity statement, summarize your information and your project*
 - *Inconsistent use of the process in 2003 fourteen 2004 nine, 2005, ten*
 - *Our review of the data show full utilization is not present or in compliance by comparing number of employees to number of nominations from Nov '05 to April '06.*
 - *Inequity by locations and divisions*
- *If the data does not support the opportunity statement, show what you discovered and re-write the opportunity statement or repeat with a different opportunity*



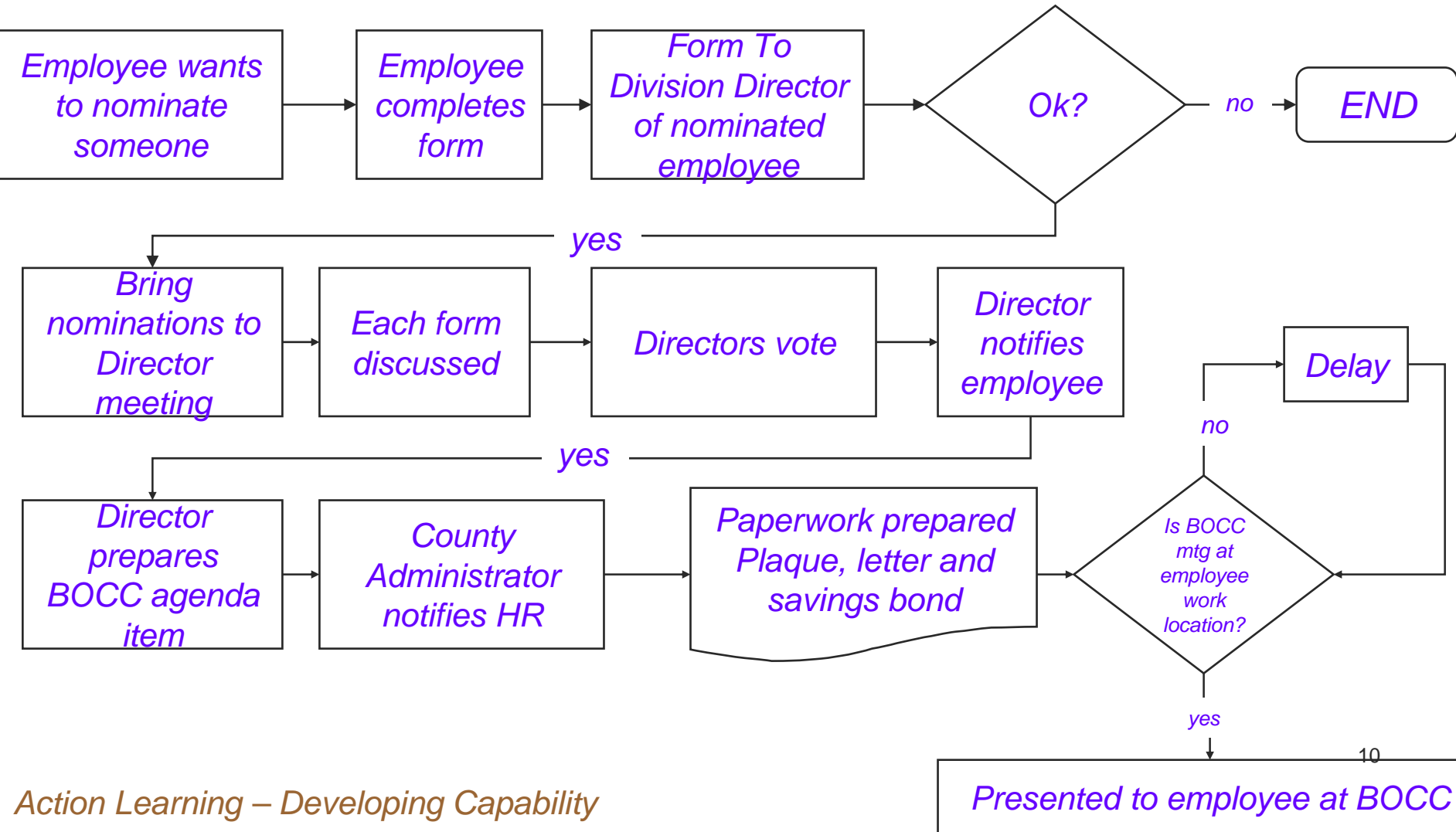
WALKING THE PROCESS FLOWCHART

- Step 1 – Walk existing process
- Step 2 – Walk the written process
- Step 3 – Walk the process as it actually occurs
- Step 4 – Compare charts
- Step 5 – Identify the gaps and opportunities in the process



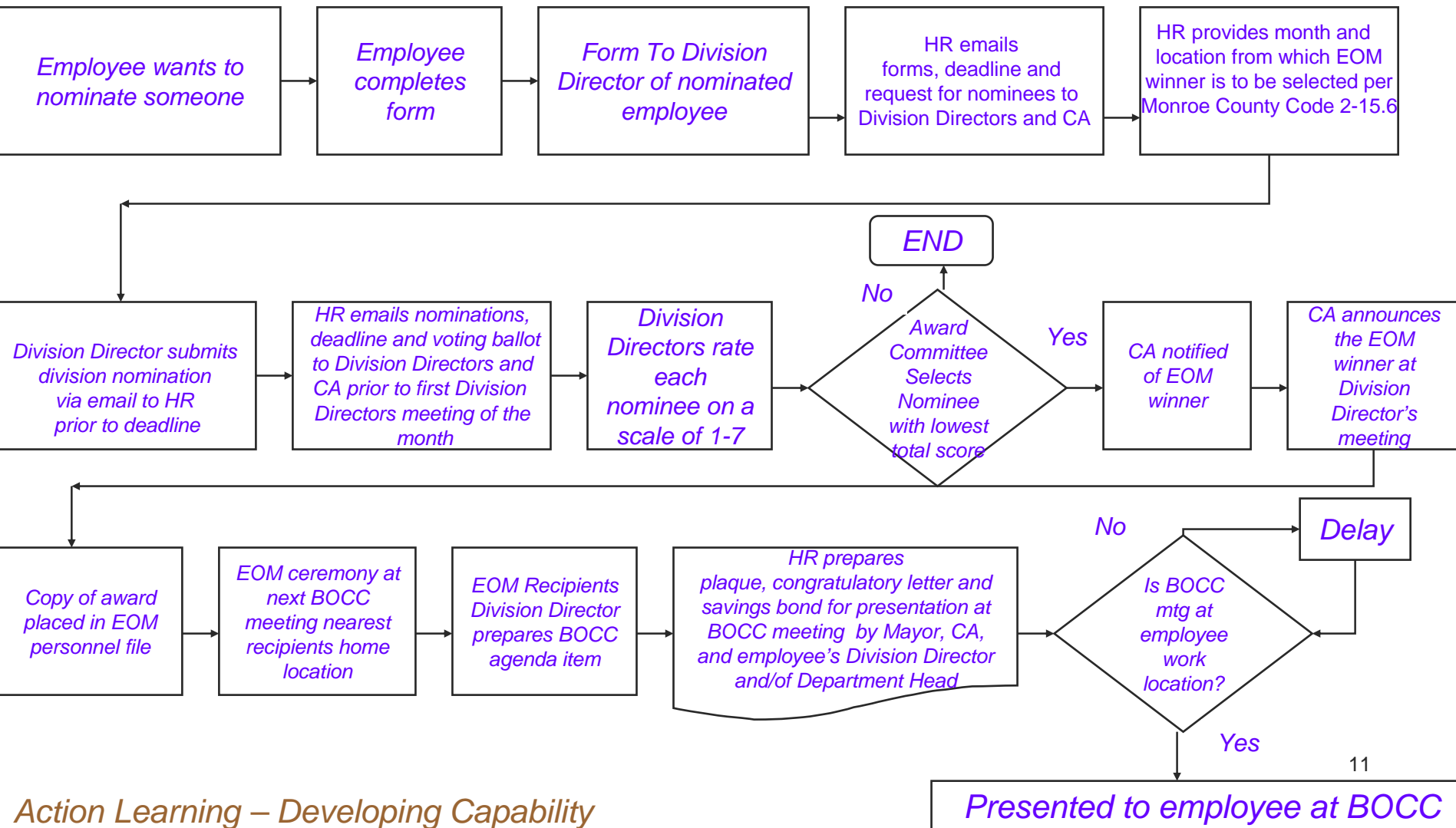
Analyze

WALK THE PROCESS EMPLOYEE OF THE MONTH



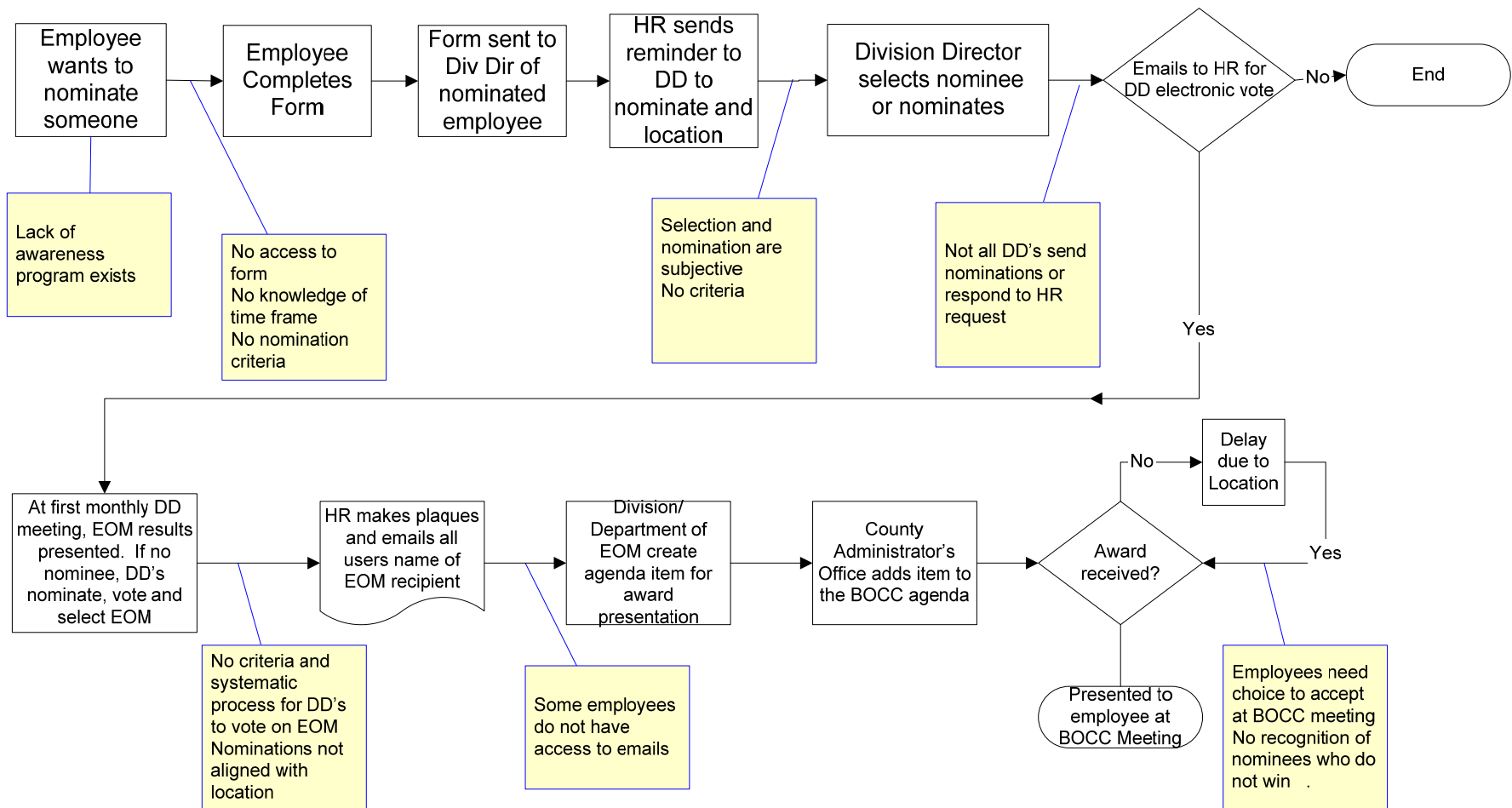


WALK THE PROCESS EMPLOYEE OF THE MONTH WRITTEN POLICY





WALK THE PROCESS EMPLOYEE OF THE MONTH ACTUAL WITH GAPS





COMPARING THE CHARTS, WHAT KIND OF QUESTIONS DO WE SEE?

- Where are the nominations coming from?
 - Which location primarily lower and middle keys
 - Which division Public Works and Engineering Divisions
 - Where do nominations originate? Staff, Dept Heads, Division DirectorsWho wins? Established by administrative instruction (not division)
 - By month
 - By location
 - By division
- What is the selection criteria?
 - Considered for nomination? None
 - Considered for movement from Director to meeting? None
 - Considered by Directors before voting? None
- Why do we not have 12 EOM each year? Why do we have 14? Tie, makeup or hurricane
- Which one of the two charts represents what actually happens? Second chart-admin. instruction How else might we find out? Voting criteria
- How does this differ from director to director? Subjective selection criteria, inconsistent participation in the process



WHAT ANALYSIS ACTIONS CAN WE TAKE?

- Look at actual nomination forms for the past three years
 - What months did we award?
 - What departments did they come from?
 - How many were nominated?
 - How long did the process take?



WHAT ARE THE STRENGTHS OF EMPLOYEE OF THE MONTH?

- Anyone can nominate
- EOM receives verbal recognition, plaque, and bond
- HR gets involved
- Ultimate visibility
- Publicized recognition
- Employees eligible for EOY
- Employee may receive award at BOCC meeting
- Attempts to cover employees at all three locations
- Division Directors communicate about employee



WHAT ARE THE WEAKNESSES OF EMPLOYEE OF THE MONTH?

- Lack of publicity
- Little or no employee awareness of process
- Should be more important to upper management
- Senior management may submit without adding comments to initial nomination
- Difficulty in accessing forms
- Section heads not eligible for nomination
- Criteria shallow or non-existent
- Instructions confusing
- Skewed results
- Lack of consistency
- No recognition of nominees who did not win
- Availability not consistent between locations
- Too subjective, popularity contest
- 12 EOM not enough for 500 employees



WHAT ARE THE OPPORTUNITIES OF EMPLOYEE OF THE MONTH?

- Publicity
- Criteria
- Clarity of process
- Research information to share about nominee who wins
- File nominations in personnel/record
- # of awards
- Expand award system—"at-a-boys"
- Locations

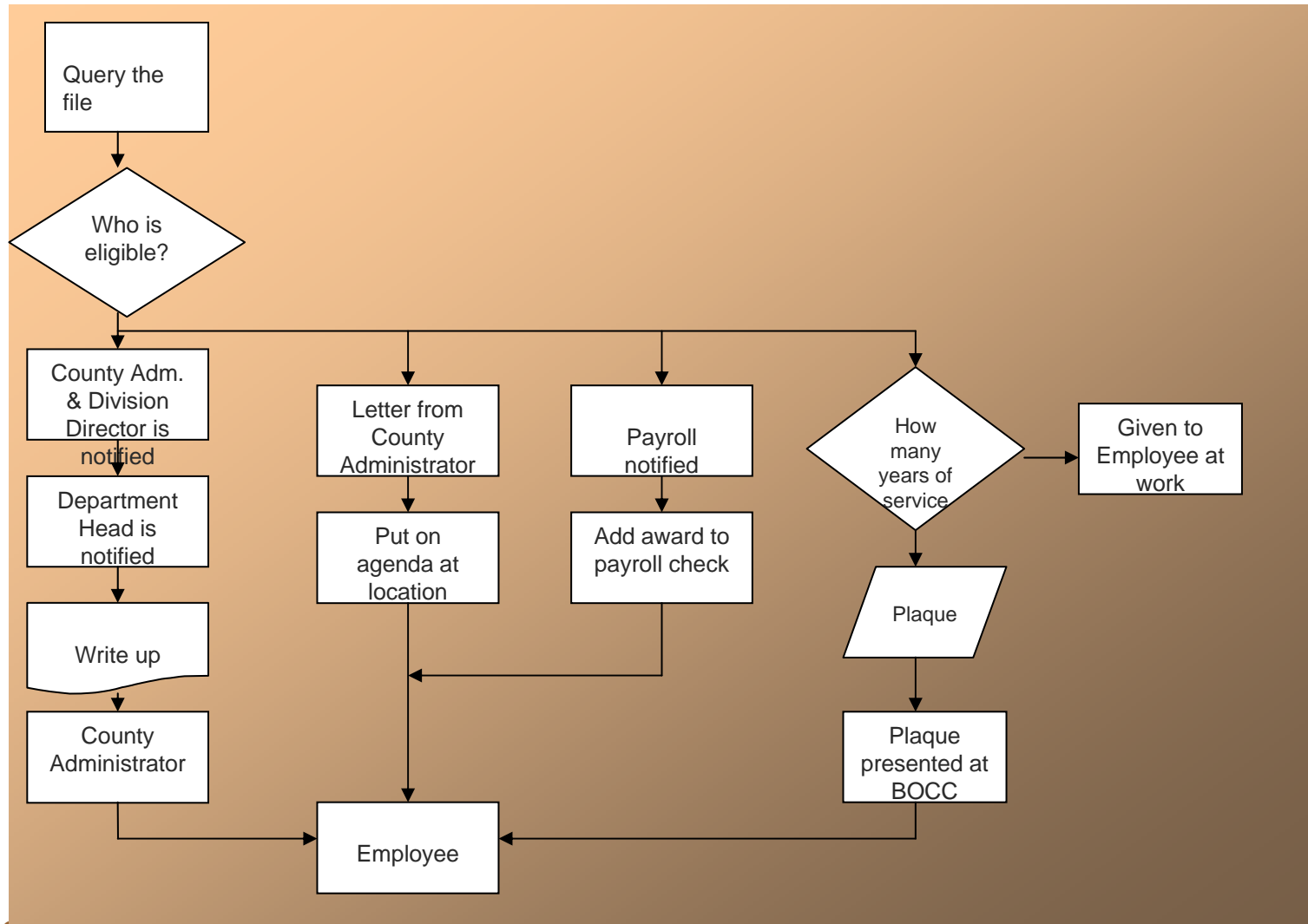


WHAT ARE THE THREATS OF EMPLOYEE OF THE MONTH ?

- Time
- Hurricanes
- Access to information
- Not everyone will agree
- Performance — past history
- Not following process at all levels

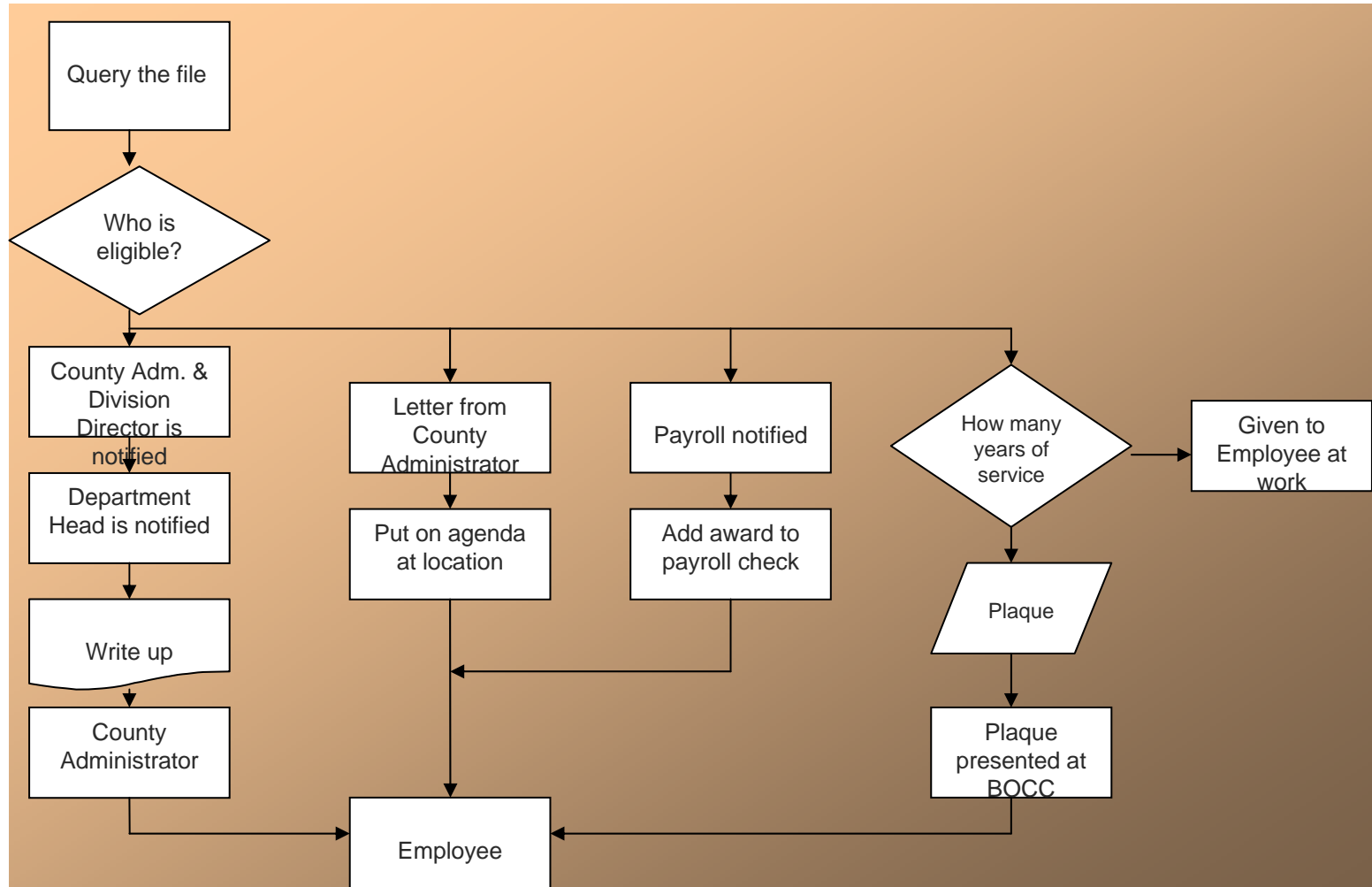


LENGTH OF SERVICE (PERCEIVED)



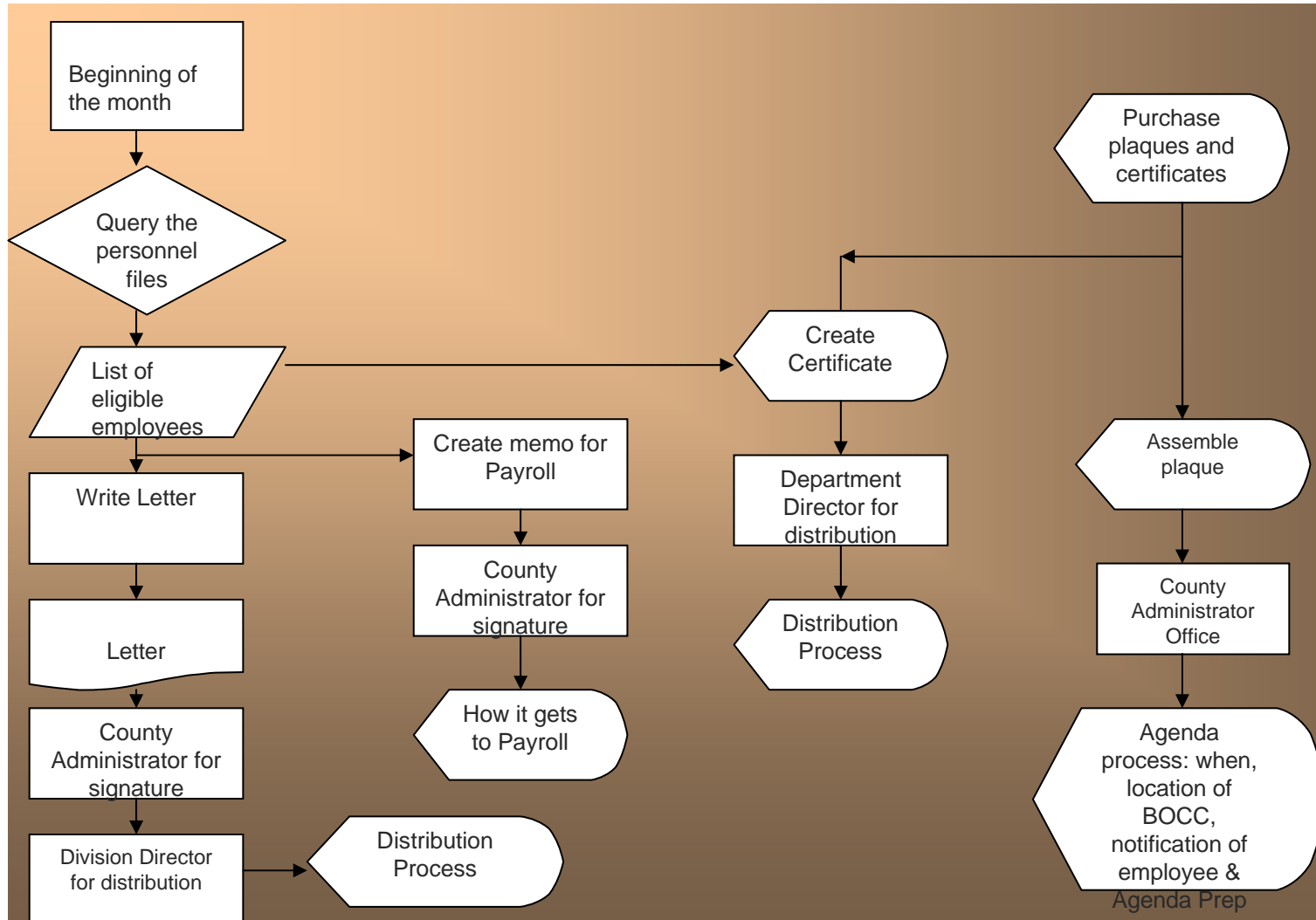


LENGTH OF SERVICE (WRITTEN POLICY)





LENGTH OF SERVICE (ACTUALLY OCCURS—INCLUDES GAPS)





COMPARING THE CHARTS, WHAT KIND OF QUESTIONS DO WE SEE?

1. What are the procedures for getting to payroll?
2. What is distribution process by division directors?
3. Whose responsible for steps in process?
4. Is there an administrative instruction?



WHAT ANALYSIS ACTIONS CAN WE TAKE?

- Has any one been left out?
- Do presentations differ by different departments?
- Who presents certificates in each department?
- What is the presentation process?



WHAT ARE THE STRENGTHS OF THE LENGTH OF SERVICE RECOGNITION ?

- Reinforce commitment of county to employee and employee to county
- Non-bias system of reward and recognition
- Criteria clear
- Well implemented at early stages
- Every employee included



WHAT ARE THE WEAKNESSES OF THE LENGTH OF SERVICE RECOGNITION?

- Need for different types of recognition
- Need to increase monetary award
- Limited recognition under 15 years of service
- Inconsistent application
- Misunderstanding of actual process
- Inconsistency in distribution of award
- No written procedure



WHAT ARE THE OPPORTUNITIES OF THE LENGTH OF SERVICE RECOGNITION?

- Make simple written standardized procedures
- Publicity (work unit, local, etc.)
- New and different ways to award (ex. Windbreaker, shirt)
- Chance to celebrate

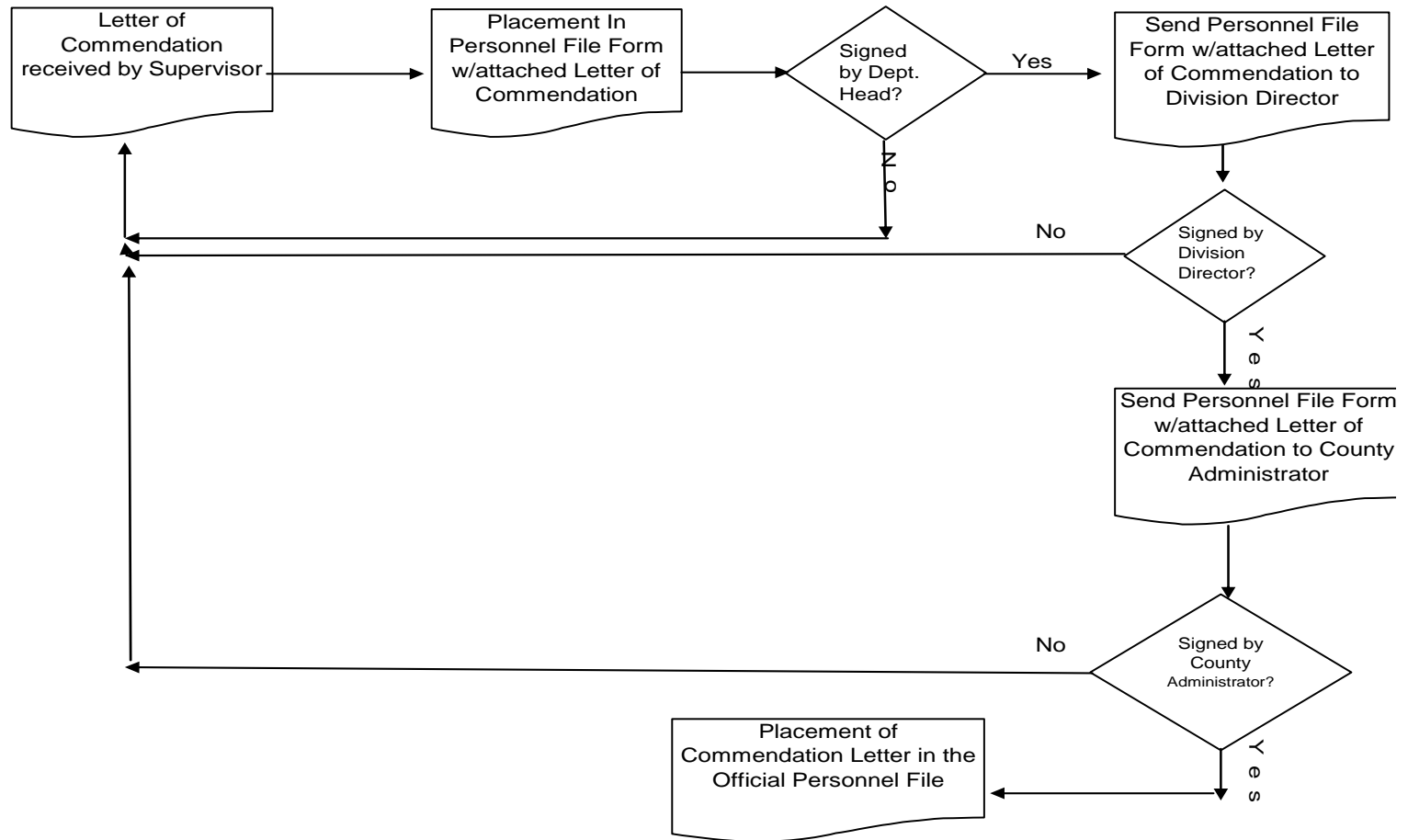


WHAT ARE THE THREATS OF LENGTH OF SERVICE RECOGNITION?

- Impersonal distribution

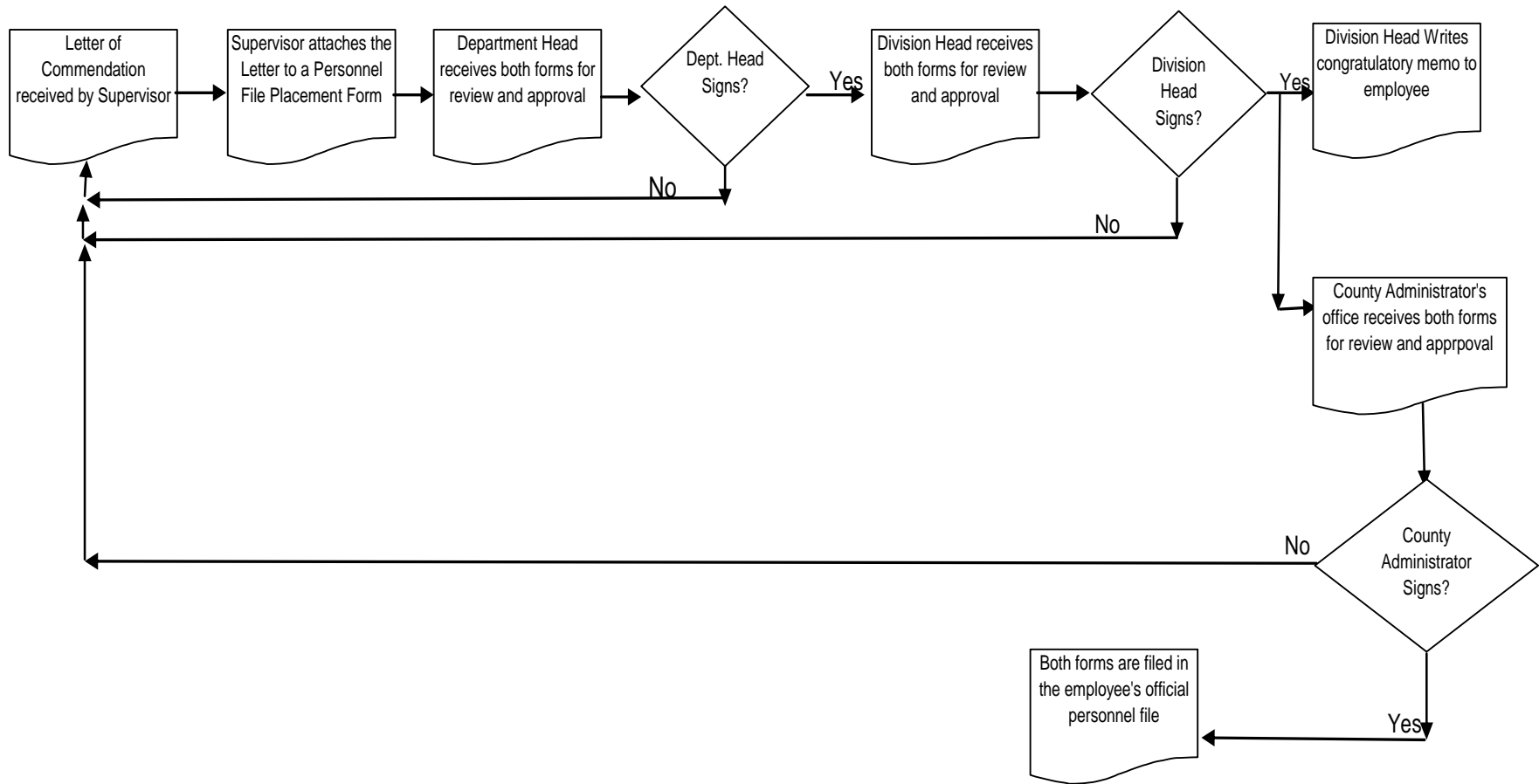


LETTER OF COMMENDATION PERCEIVED



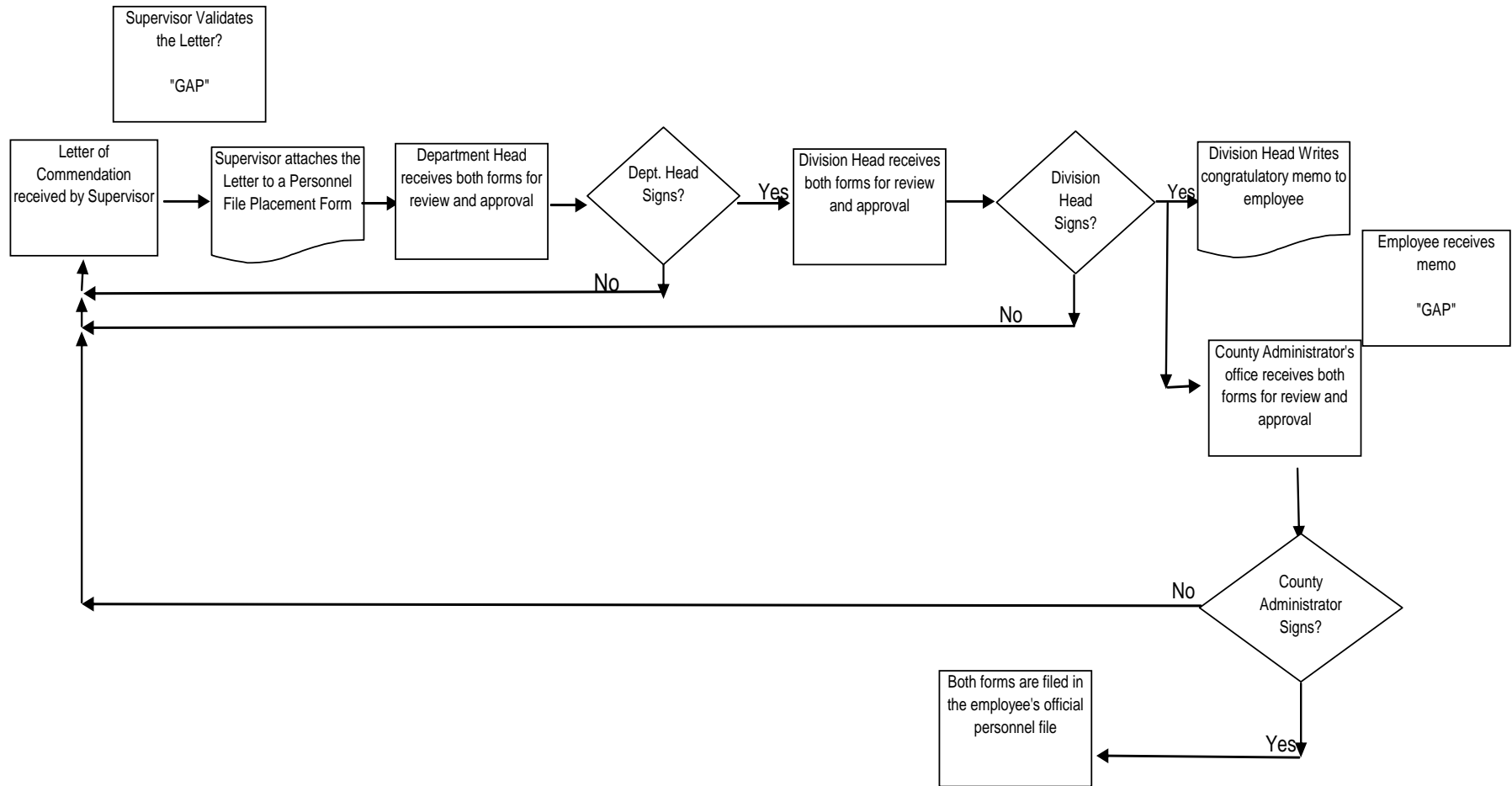


LETTER OF COMMENDATION AS PRACTICED





LETTER OF COMMENDATION ACTUAL





COMPARING THE CHARTS, WHAT KIND OF QUESTIONS DO WE SEE?

- What is the process to ensure letter is placed in the file?
- Is the letter verified? What is process?
- How is employee involved in the process?
- How is division director involved in the process?



WHAT ANALYSIS ACTIONS CAN WE TAKE?

- Does process differ by division?
- How are letters of commendation generated?
- Are all letters acknowledged?
- Are all letters followed-up?
- What is the percentage of letters internal or external?



WHAT ARE THE STRENGTHS OF THE LETTER OF COMMENDATION ?

- Reflected on employee evaluations
- Permanently placed in personnel file
- Employees feel appreciated and valued
- Creates positive environment for morale and retention



WHAT ARE THE WEAKNESSES OF THE LETTER OF COMMENDATION?

- Letters are optional
- Some letters are not tracked and get lost
- No standardized process
- No tracking system
- Lack of information as to who can recommend
- Employee may not be aware of receiving letter
- Employees may not be recognized for their contributions
- No consistency in implementation



WHAT ARE THE OPPORTUNITIES OF THE LETTER OF COMMENDATION?

- Track letters
- Create process to receive all letters at a single point
- Communicate process on website
- Create culture of encouraging letter of commendation
- Communicate process to all employees
- Every letter has equal weight related to recognition
- Emphasis on importance of letter and employee awareness of receipt



WHAT ARE THE THREATS OF LETTER OF COMMENDATION?

- Letters are erroneous or not real
- Failure to follow through on process



PRIORITIZE THE OPPORTUNITIES

- Employee of the Month
 - Criteria
 - Publicity (recognition)
 - Clarity of process (forms)
 - Awards—evaluate and define
- Letter of Commendations
- Letter of Years of Service



NEXT STEPS

- Research reward and recognition 'best practices' of other organizations
 - Sheriff's Office—Priscilla
 - Disney World—Ranny
 - City of Key West—Pat
 - On-line—Norma
 - Miami-Dade Health Dept.--Ann
- Generate ideas to address the opportunities we determined in the Analysis Step



HOMework

- Read Baptist Health Care, Journey to Excellence
 - Chapters 1-8 or entire book
- Research and identify reward and recognition best practices and submit ideas to Linda and Lin by July 6



NEXT MEETING – JULY 12, 2006 IN KEY WEST

- Confirm the meeting room? Ranny
- Homework deadline? July 6
- Who will send deadline and meeting reminders?
When? Ann – day before
- Let's Prepare our Agenda
 - Team rules
 - VMV
 - Analyze research from homework
 - Begin Improve Process
- Confirm our Agenda
 - Thumbs Up



WHAT HAVE WE LEARNED TODAY ABOUT YOUR REWARD AND RECOGNITION PROCESS?

- Meeting Message: The purpose of this is to clarify what you feel about the meeting
 - SWOT – Strengths, Weaknesses, Opportunities, Threats and what they mean
 - Prioritize process, and the opportunities
 - Book - "The Baptist Health Care Journey to Excellence"



CONTINUOUS IMPROVEMENT

- WWW
 - Great team
 - Facility was conducive to good work
 - Covered agenda and did a good job
 - Thorough job
 - Received VMV copy
 - Food good
 - Met consensus easily
 - Able to advance in thinking to make decisions
 - Learned from each experience and “tweaked” as we went
 - Found kernel of truth
 - Process becoming more clear
 - Able to stop process with questions and have things clarified
- OFI
 - None